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Country programme document for Cambodia (2016-2018)

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I. Programme rationale

1. Cambodia has undergone a profound transformation over the last two decades. Emerging from protracted conflict, the country is now characterized by relative stability, peace and vibrancy. Gross domestic product grew at an average annual rate of 8.2 per cent in 2000-2010, making Cambodia the world's fifteenth fastest growing economy during the period.[1] Economic growth has been founded on the garment, agriculture (rice), tourism and construction sectors, and on the strength of a young population.

2. With 65 per cent of the population under the age of 30, Cambodia stands to benefit from a demographic dividend (when the growth rate of the working age population remains higher than that of dependent age groups) until 2038.[2] The country's gross national income per capita grew from $300 in 1995 to $950 in 2013.[3] Research indicates that the country potentially stands to benefit from participation in the Association of Southeast Asian Nations (ASEAN) Economic Community through expansion of regional value chains and employment generation.[4]

3. Economic growth has been inclusive to an extent. In human development terms, between 1995 and 2013 Cambodia saw significant improvements across all components of the human development index. Life expectancy at birth improved from 57.9 to 71.9 years. Expected years of schooling increased from 6.8 years to 10.9 years. The proportion of people in poverty fell from 47.8 per cent in 2007 to 18.6 per cent in 2013. Inequality improved, reflected in a decline in the Gini coefficient from 35.5 in 2004 to 31.8 in 2011. Poverty has fallen due to higher agricultural prices, expansion in urban-based employment and increases in wages/salaries.[5] Migrants sent back $176 million in remittances in 2013.

4. Cambodia is expected to achieve lower-middle-income status within a few years and has the potential to emerge from least developed country status within the next decade. The country's Rectangular Strategy Phase III envisions Cambodia becoming an upper middle income country by 2030. In line with these prospects, the Royal Government of Cambodia has set a goal of reducing poverty by more than 1 percentage point annually. The challenge is how best to sustain and build on recent gains and reach the poorest people. While extreme poverty may not be a concern, vulnerability is. According to the World Bank, a small income shock can double the poverty rate.[6] In terms of multidimensional poverty, around 67.3 per cent of the population still either suffers from it or is vulnerable to it.[7]

5. Despite improvements in income distribution, access to social services, particularly to health and education, remains unequal in Cambodia. The Gender Inequality Index ranks Cambodia 105 out of 149 countries.

6. Cambodia is among the top ten countries in terms of vulnerability to climate change because of its dependence on agriculture, the high proportion of people residing in lowlands and the limited national capacity to cope with the related challenges and costs. Forty-three per cent of communes are vulnerable to climate-induced floods and droughts. In 2011 and 2013, floods affected 20 per cent of rice lands and 14 per cent of the population.

[1] UNDP, 'Midterm review of UNDP country programme action plan, 2014'.
[2] Ministry of Planning, 'Integration of Demographic Perspectives in Development, Cambodia', 2013.
[3] World Bank, World development indicators database.
[4] Asian Development Bank-International Labour Organization, 'ASEAN Economic Community 2015: Managing Integration for Better Jobs and Shared Prosperity', 2014.
[5] Royal Government of Cambodia, Ministry of Planning, 'Poverty Alleviation: An Approach to An Action Plan for CMDG-1', April 2014 (UNDP assisted).
[6] World Bank, 'Cambodia Comprehensive Poverty Assessment, 2014'.
[7] Oxford Poverty and Human Development Initiative, 'MPI Briefing 2015'.

7. With an employment-to-population ratio that averaged 82 per cent from 2010 to 2013, the Cambodian economy is generating economic growth, jobs and livelihoods.[8] The female labour participation rate is high at 78.9 per cent (2013). Yet, as the Multidimensional Poverty Index (MPI) poverty analysis shows, 70 per cent of the population remains among the 'working poor'. With the economy dominated by informal enterprises that have low return on labour, 64 per cent of total employment is considered to be in vulnerable employment (70 per cent for women). The garment sector employs around 500,000 predominantly young female workers but does not yet pay a living wage, and its working conditions are sometimes precarious. People with disabilities and those living with and affected by HIV face stigma and discrimination in the labour market.

8. With its dependence on low-skilled, low-value-added sectors, the country's economic structure has remained unchanged since the 1990s. There has been little development of the micro, small and medium size enterprise sector or of agricultural livelihoods, and most farms engage in subsistence agriculture.[9] It will need to be transformed, through upgrading and an expansion in rural nonfarm employment, as part of economic diversification[10] and to deal with subsistence farmers' vulnerability to climate change.

9. Households do not have the coping capacity to deal with shocks, and some coping strategies hamper their health and livelihoods.[11] Until recently, the 60,000 people living with and affected by HIV and their families were excluded from social protection schemes.[12] People with disabilities have limited access to appropriate services and infrastructure. Livelihoods in the poorest province of the northwest are still at risk from landmines and explosive remnants of war. Rural households are financially vulnerable, and the financial services available to them are exploitive, putting them at risk of over-indebtedness. Indigenous communities in the northeast do not receive levels of public assistance consistent with their level of poverty.

10. While disaster relief systems work, early recovery mechanisms are largely missing. Social protection systems do not address vulnerability to climate change risks. Farmers have insufficient access to extension support. The forest-dependent livelihoods of 40 per cent of rural households, including indigenous communities, are affected by land degradation and deforestation. Women are particularly dependent on natural resources for livelihoods and domestic responsibilities. According to the national REDD+ Readiness Plan for Cambodia, deforestation is partly driven by "escalating development pressures, in particular for land for economic and social land concessions".[13] Loss of ecosystems can affect regulating functions, which are critical for mitigating floods and droughts. Cambodia could experience a significant decline in the availability of fish stocks by 2030.

11. Cambodia lacks sufficient secondary schools to absorb primary school graduates. Only 23 per cent of the adult population has completed lower secondary education, and for women the figure is just 10 per cent. Another concerning sign is the decline in lower secondary completion rates since 2009, particularly for girls.[14]

[8] Cambodia is not only well beyond the ideal threshold employment-to-population ratio of 65 per cent, but also has the best ratio in the ASEAN region.
[9] UNDP, 'Competitiveness and Linkages in Cambodia's Manufacturing Sector', 2014.
[10] International Food Policy Research Institute, 'From Subsistence to Profit: Transforming Smallholder Farms', July 2013.
[11] Vathana Sann et al., 2013, 'Impact of Disasters and Role of Social Protection in Natural Disaster Risk Management in Cambodia', ERIA Discussion Paper Series.
[12] National AIDS Authority, 'The Socioeconomic Impact of HIV at Household Level, 2010'; National AIDS Authority and UNDP, 'HIV Sensitive Social Protection: A Review of schemes for Incorporating HIV Sensitivity', 2013.
[13] Royal Government of Cambodia, GC, National REDD+ Readiness Plan, 2011.
[14] Ministry of Women's Affairs, 'Cambodian Gender Assessment', 2014 (UNDP assisted).

12. Building on the advances of the past two decades, the country programme for the 2016-2018 period aims to sustain the gains from poverty reduction, build pathways out of poverty and expand the scope for public action.

Sustaining the gains from poverty reduction

13. Building up the assets of the poor requires incentives and opportunities to invest in human capital and to transform subsistence agriculture. Government action is required for Cambodia to sustainably reduce poverty in a way that is resilient to economic and social shocks, environmental stress and climate change. This will entail action to: (i) increase returns on assets by poor people; (ii) build the resilience of households that have recently emerged from poverty and reduce their vulnerability to external economic shocks and climate change; and (iii) reduce the number of households living in chronic poverty by building human capital. If poor people's resilience is to be strengthened and their livelihoods made sustainable, they need access to social services and markets. Rural lands must be sustainably managed and people need access to environmental services. To ensure climate change adaptation, institutional mechanisms are needed to coordinate policy and public investment at national level and implementation at subnational level.

Building pathways out of poverty

14. Upgrading employment and livelihoods requires a shift in the economy towards higher-value-added manufacturing, agricultural production and forest/natural-resource-based products. As Cambodia transitions to middle income status, expanding into higher-value-added industry and formal employment will be critical to strengthen the foundation for the sustainable financing of its development and to place women and youth at the forefront of the development shift.

Expanding the scope for public action

15. If public action is to build resilience, the government needs more capacity in policy development and implementation, public investment, social and market provisioning, and natural resource management. Cambodia is party to nine out of ten human rights treaties, so it is important for the Government to have the capacity to ensure compliance with commitments made under international treaties and conventions, particularly for women, youth, people living with disabilities, people living with and affected by HIV, and indigenous people. National legislation is being aligned with these international standards, supporting a fuller exercise of the freedoms of association, assembly and expression, and realization of economic, social and cultural rights.

16. The government has initiated reforms in public administration, financial management, education and environment. However, mechanisms for systematic public participation remain ad hoc and project-based. For example, while laws require public consultation and stakeholder engagement, only the draft environment impact assessment law has detailed how public participation is to be managed as a process rather than as an event.

Lesson learned: a changing role for UNDP

17. A key lesson learned from the midterm review of the 2011-2015 country programme and various evaluations is that UNDP is seen as a long-term and responsive partner for the country's transformation to sustainable development. The midterm review recommended that UNDP make the most of its human development approach and knowledge to articulate its programme, develop new initiatives and exploit the opportunity to engage the Government at the policy level towards outcomes and impact, departing from a project-oriented approach.

II. Programme priorities and partnerships

18. In response to the government goal of reducing poverty incidence by 1 per cent annually, UNDP is committed to helping the country achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion. The country programme is aligned with national priorities articulated through the Rectangular Strategy III, National Strategic Development Plan 2014-2018, relevant sector strategic plans, the United Nations Development Assistance Framework (UNDAF) 2016-2018 and the UNDP strategic plan 2014-2017.

19. The programme priorities reflect the need to build pathways out of poverty and expand the scope for public action, if Cambodia is to sustain people's escape from poverty, stop impoverishment and tackle chronic poverty. The programme also reflects the need to move from a focus on projects to policy-oriented initiatives that concentrate on building evidence, fostering policy dialogue and enhancing policy design and effectiveness.[15] Priority issues are to be determined jointly with the Government, within the framework of the country programme.

20. To ensure that UNDP inputs to policy and capacity development are grounded in the country's realities and focus on poverty, seven provinces have been identified on the Multidimensional Poverty Index and will be the focus for policy evaluation, poverty assessments and data collection. These are Kampong Cham, Prey Veng, Kampong Thom, Siem Reap, Takeo, Battambang/Pailin and Kandal. These provinces have the highest absolute numbers of MPI poor and extreme poor. The impact of policies will have to be greatest in these provinces and among the targeted poor population if poverty reduction is to be sustained. Women and youth will be given priority to help them harness their unrealized potential.

21. To help build pathways out of poverty, UNDP will support public action to capture the gains from expansion of global value chains and to adapt to the changing development finance landscape. To expand the scope for public action, UNDP will focus assistance on public institutions for poverty reduction and resilience and on strengthening voice and participation. The focus will be on upgrading value chains, financing development sustainably, building resilience and fostering participation. An important tool will be fostering partnerships in the context of transition.

Upgrading value chains

22. In line with outcomes 1 and 7 of the UNDP strategic plan, UNDP will work with the government to foster a policy environment that encourages a sustainable and inclusive economic growth path. The aim is to help the country move up global and regional value chains, upgrade the skills of the young work force and invest in backward linkages. UNDP will provide policy and capacity development assistance to coordinate sectoral policies and public investments in human capital development, industrial policy, foreign direct investment and trade strategy. UNDP will contribute policy advice for the development of sectors with the potential to go up the value chains, expansion of skilled employment and development of rural livelihoods and micro and small enterprises through backward linkages. Women stand to benefit from this transformation, as they are in vulnerable employment and make up much of the manufacturing work force, half of agricultural employment and most of the micro-enterprise sector. As part of trade sector development and triangular cooperation, UNDP will assist in upgrading the cassava value chain, with a focus on the priority MPI provinces.

[15] UNDP, 'Midterm Review of UNDP Country Programme Action Plan for Cambodia 2011-2015'.

23. These efforts will require collaboration with government ministries responsible for industrial and trade policy, agriculture and education and vocational training, and with the private sector. UNDP will also seek collaboration with the United Nations Children's Fund (UNICEF) and the United Nations Educational, Scientific and Cultural Organization to address declining completion rates in lower secondary education. This will build on the cross-sectoral dimensions of human capital development, industrial policy and trade strategy since 2011.

Financing development sustainably

24. While middle income status will open up opportunities to finance development, the transition needs to be managed carefully. Official development assistance, which finances up to 20 per cent of the budget, will shift from grants to mainly loans. Middle-income status could affect the country's preferential access to key markets and foreign direct investment, and hence employment. Climate change financing will be a significant source of non-traditional development assistance.

25. UNDP will focus on the policy and capacity development assistance needed to maximize available development assistance grants, while building national capacity to finance development requirements from domestic sources, foreign direct investment and non-traditional development assistance. In order to maximize available development assistance, UNDP will continue its support for the Busan development effectiveness agenda. This will involve respecting alignment with national development plans; refining results-based management, transparency and accountability; and strengthening national institutions.

26. To access non-traditional development assistance, UNDP will help build the country's capacity to access, manage and monitor climate change financing. UNDP will actively explore opportunities for triangular and South-South cooperation across the country programme priorities. With other development partners, UNDP will support efforts by Cambodia to expand its fiscal space, in light of the demographic dividend. Given the economic transition, UNDP in collaboration with ministries will build on its role in promoting development effectiveness by working with the Council for the Development of Cambodia, which oversees and coordinates official development assistance, foreign direct investment and the public investment requirements of the industrial development policy. Given its role in promoting the Millennium Development Goals, UNDP will collaborate with the ministries responsible for national planning and statistics to translate the Sustainable Development Goals into the country context. UNDP will also collaborate with UNICEF, the United Nations Population Fund and other United Nations agencies to explore ways to assist in strengthening the national statistical system.

Building resilience

27. In line with outcome 1 of the UNDP strategic plan, UNDP will provide policy advice and capacity development assistance to strengthen the coordination of public policy, investment, social and market provisioning for poverty reduction, resilience and environmental management

28. Building on its role in addressing climate change and environmental issues, UNDP assistance to national mechanisms will focus on fostering closer coordination of public investment and social provisioning among national and subnational authorities. This will include coordination in the rollout and financing of social protection schemes, livelihood and extension support, disaster risk reduction and early warning systems. Learning from its evaluation of community-based adaptation work, UNDP will explore how to introduce restoration of ecosystems and strengthen the vulnerability risk assessment methodology. UNDP and the United Nations Capital Development Fund will explore sustainable implementation of public services transferred from central to subnational authorities.

29. UNDP will contribute to strengthening environmental services and the system of forest management and protected areas, including mangrove forests critical for fisheries. In collaboration with relevant ministries, UNDP will help to strengthen the forest-dependent livelihoods of rural households and indigenous peoples' communities and contribute to long-term food security. Government efforts to transform the country's legal framework from a primary focus on commercialization of natural resources to their sustainable management will be supported.

30. In collaboration with national and subnational authorities, UNDP will reframe its assistance to mine action from a focus on the number of hectares cleared to strengthening of rural livelihoods and provision of disability assistance.

31. In terms of market provisioning, assistance from UNDP and the United Nations Capital Development Fund will be key to making financial services accessible to poor communities. In collaboration with the Joint United Nations Programme on HIV/AIDS, UNDP will work at the policy level to improve market access to affordable antiretroviral drugs. UNDP will also support efforts to mainstream measures to help people living with and affected by HIV into national social protection systems. Given how protracted illnesses devastate poor rural households, UNDP will also explore opportunities to address non-communicable diseases.

Fostering voice and participation

32. In line with outcome 2 of the strategic plan and the recommendations of the governance outcome evaluation, UNDP will support efforts to strengthen mechanisms for realizing commitments to poor people, women and people with disabilities. This will take place by helping them make their voices heard, as a means to inform policies and ensure their implementation.

33. In priority MPI provinces, UNDP will collaborate with the Government and subnational authorities to expand implementation of the government's social accountability framework mechanisms. The objective is to promote civil society and community participation and facilitate social provisioning.

34. UNDP will help to strengthen the leadership of gender mainstreaming mechanisms to foster accountability for implementing economic, social and governance priorities set out under the Five-Year Strategic Plan for Gender Equality and the Empowerment of Women (*Neary Rattanak IV*). UNDP will also promote gender-responsive decision-making processes and work to increase the number and capacity of women in leadership and decision-making positions in the civil service, national and subnational government offices, and the National Assembly.

35. Working with government authorities and organizations of people with disabilities, UNDP will support efforts to align the country's legal framework with international standards. Upon the request of Parliament, UNDP will participate in the dialogue with the National Assembly on priority human development issues. UNDP will also explore opportunities to strengthen public participation in sectors such as public services delivery, environment and natural resource management. UNDP will continue its support to the media on human capital and disability.

Partnering in the context of transition

36. As Cambodia transitions to the next stage of development, UNDP will foster partnerships that address the impediments to sustainable development. These will emphasize the areas of human capital formation and economic vulnerability, which are critical for countries working to emerge from least-developed-country status. UNDP will be a partner for policy development, knowledge and innovation through evidence-based research aimed at articulating policy options and mobilizing knowledge and resources for

policy choices that better people's lives. UNDP will actively pursue South-South and triangular cooperation as a modality of assistance.

III. Programme and risk management

37. This document outlines the UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Accountabilities of managers at country, regional and headquarters levels with respect to country programmes are prescribed in the organization's programme and operations policies and procedures and the internal controls framework.

38. The country programme will be nationally executed and implemented in close collaboration with the Council for Development of Cambodia. National implementing partners will be selected based on a capacity assessment. Support will be provided when required to address capacity gaps. UNDP may also use other partners/modalities, including United Nations organizations, non-governmental organizations and direct UNDP implementation to enhance efficiency and flexibility of operations and attain results. Fast-track procedures may be adopted to provide timely responses to crisis situations.

39. Programming is to be policy based and developed in dialogue with the Government to ensure that UNDP assistance addresses the country's emerging strategic priorities within the framework of the country programme. Policy engagement will provide the basis for evidence-based policy research, programme design and implementation, and capacity development solutions. UNDP will promote results-based portfolio management principles to increase the effectiveness of activities. The issues-based approach will be applied, and poor people, women and youth will be targeted.

40. All implementing partners will be oriented on the Social and Environmental Standards and related Social and Environmental Compliance Unit and Stakeholder Response Mechanism. Social and Environmental Standards will be applied throughout the life cycle of all projects. The UNDP country office will establish capacity to address requests for stakeholder response, in coordination with national partners and with support from UNDP regional and Stakeholder Response Mechanism counterparts at headquarters.

41. The shift towards policy-based programming must keep pace with the country's transition to middle income status and increasing government responsibility for financing its own development from domestic resources, foreign direct investment and non-traditional development assistance. To this end, UNDP will continue to leverage core resources to generate innovations and policy development solutions while simultaneously exploring all possible partnerships and resources to support the scaling-up of development solutions. The aim is to complement direct financial contributions from UNDP.

42. The effectiveness of UNDP's assistance also depends on the government's progress in implementing ongoing reforms, improving the conditions of poor people, handling natural resource management issues and reallocating funding to social and environmental priorities. This will require UNDP to actively engage the Government in areas where policy priorities and the economic growth agenda meet.

IV. Monitoring and evaluation

43. As recommended by the midterm review and in line with the Busan principles on development effectiveness, UNDP will focus on outcome-level results. Monitoring, evaluation and measurement will be critical not only for results-based management but also to strengthen the policy-oriented approach through evidence-based analyses.

44. Aligned to the UNDP strategic plan, National Strategic Development Plan 2014-2018 and the UNDAF, the outcomes will be monitored through existing mechanisms for

coordination among the government, development partners and the United Nations country team. Outputs are defined as UNDP contributions to policy options, capacity development and human development-centred innovations. Impact will be measured in line with the resources and time frame indicated in the costed evaluation plan. UNDP impact evaluations will follow United Nations Evaluation Group norms and standards. Where national data are limited, UNDP will ensure that data generation is incorporated into programmes and projects.

45. UNDP will disaggregate indicators by sex and types of vulnerable groups (such as people with disabilities, people living with HIV) as deemed necessary and applicable. Gender-focused resource allocation will be tracked consistent with UNDP policy, and human development indices, including the inequality-adjusted human development index, MPI and others, will be used.

Annex. Results and resources framework for Cambodia (2016-2018)

NATIONAL PRIORITY OR GOAL: Achieving more than 1 percentage point reduction in poverty incidence annually, including the realization of other Cambodia Millennium Development Goal targets, while placing higher priority on the development of human resources and sustainable management and use of environmental and natural resources. (Source: Rectangular Strategy Phase III, 2014-2018 National Strategic Development Plan [NSDP])				
UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP: By 2018, people living in Cambodia, in particular youth, women and vulnerable groups, are enabled to actively participate in and benefit equitably from growth and development that is sustainable and does not compromise the well-being or natural or cultural resources of future generations				
RELATED STRATEGIC PLAN OUTCOME 1 (from strategic plan, 2014-2017): Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for poor and excluded groups.				
UNDAF OUTCOME INDICATOR(S), BASELINES, TARGET(S)	**DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES**	**INDICATIVE COUNTRY PROGRAMME OUTPUTS**	**MAJOR PARTNERS / PARTNERSHIP FRAMEWORKS**	**INDICATIVE RESOURCES BY OUTCOME (S)**
Percentage of expenses for climate change in total public expenditure Baseline (2014): 17.5% Target (2018): 20% Environmental Performance Index of Cambodia Baseline (2014): 35.44 Target (2018): 35.44 Index for Cambodia Policies and Institutions for Environmental Sustainability Baseline (2013): 3.0 Target (2018): 3.5 Percentage of population identified as multidimensionally poor according to the MPI Baseline (2014): 46.8% Target (2018): 41%	Baseline: NSDP 2014-2018 Target: NSDP review report, 2018, MoE 2018 Baseline and target: Environmental Performance Index by Yale and Columbia Universities and World Economic Forum, 2014, 2018 Baseline and target: Country Policy and Institutional Assessment index for environmental sustainability, 2013, 2018 Baseline and target: UNDP Human Development Report 2014, 2018	**Output 1.1: Establishment and strengthening of institutions, coordination mechanisms and policies for sustainable management of natural resources, ecosystem services** ***Indicator 1.1.1:*** National REDD strategy and implementation framework approved by the Government to sustainably manage natural resources and environment • ***Baseline:*** Drafted • ***Target:*** Approved [16] • ***Data source, frequency:*** MAFF, MoE (annually) ***Indicator 1.1.2:*** Extent to which institutional and legal framework for environmental and climate change protects livelihoods of the poor and vulnerable • ***Baseline:*** Not effective (1) [17] • ***Target:*** Effective (3) • ***Data source, frequency:*** MoE (annually) ***Indicator 1.1.3:*** Number of community forestry and community-protected areas established and/or strengthened • ***Baseline:*** 392 • ***Target:*** 442 • ***Data source, frequency:*** NSDP annual report, MAFF, MoE (annually) **Output 1.2: Scaled-up action on national programme for climate change adaptation and mitigation across sectors that is funded and implemented, targeting the most vulnerable**	Government Ministry of Agriculture, Forestry & Fisheries (MAFF) Ministry of Environment (MoE) Secretariat of National Committee for Sub-National Democratic Development (NCDD-S) Ministry of Water Resources & Meteorology Cambodia Mine Action Authority Ministry of Commerce (MoC) Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSAVY) Disability Action Council Cambodia Disabled People's Organization Ministry of Health (MoH) MoC Council for Agriculture and Rural Development – Social Protection Unit National Committee for Disaster Management United Nations United Nations Capital Development Fund	**Regular:** $2,200,000 **Other:** $35,200,000

[16] Consistent with the UNDAF period, unless otherwise specified the baselines are for 2014 and targets for 2018.
[17] A three-point scale is used for baseline and target: 1 = not effective, 2 = somewhat effective, 3 = effective

		poor populations ***Indicator 1.3.1:*** Number of national scalable schemes/programmes for climate change adaptation and mitigation tested in the prioritized provinces that are climate vulnerable. • ***Baseline:*** 0 • ***Target:*** 4 • ***Data source, frequency*:** MoE, MAFF **Output 1.3: Climate- and disaster-responsive social protection policies are in place that provide protective, preventive and promotive solutions for poor, climate-vulnerable people.** ***Indicator 1.4.1:*** Number of tested schemes in which at least 20% of male and female beneficiaries graduate from poverty in priority provinces • ***Baseline:*** 0 • ***Target:*** 2 • ***Data source, frequency:*** Projects management information system **Output 1.4: Inclusive policies in place to ensure protection for people living with HIV and people with disabilities.** ***Indicator 1.4.1:*** A system for compulsory licensing of HIV-relevant and patented opportunistic diseases drugs in place • ***Baseline (2015):*** No system • ***Target:*** System in place • ***Data source, frequency:*** MoH, Ministry of Education, Youth & Sports (MoEYS), MAFF, MoE, National Committee for Sub-National Democratic Development (NCDD-S) (annually). ***Indicator 1.4.2:*** Number of national schemes in the National Social Protection Strategy serving people living with HIV and people with disabilities. • ***Baseline (2015):*** 0 • **Target:** 2 • ***Data source, frequency:*** MoH, MoEYS, MAFF, MoE, NCDD-S (annually). **Output 1.5: Institutional measures are in place to strengthen the contribution of the national mine action programme to**		

		the human development of poor communities ***Indicator 1.5.1:*** The extent to which mechanisms measure and facilitate the development impact of mine action • ***Baseline:*** Some extent (1) • ***Target:*** Great extent (3)[18] • ***Data source, frequency:*** Cambodia Mine Action Authority (annually)		
NATIONAL PRIORITY OR GOAL: Further strengthening of institutional capacity and governance at national and subnational levels, and ensuring effectiveness and efficiency of public services to better serve people (Source: Rectangular Strategy Phase III, 2014-2018 National Strategic Development Plan)				
UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP: By 2018, national and subnational institutions are more transparent and accountable for key public sector reforms and rule of law; are more responsive to the inequalities in enjoyment of human rights of all people living in Cambodia; and increase civic participation in democratic decision-making				
RELATED STRATEGIC PLAN OUTCOME 2: (from strategic plan, 2014-2017): Citizens' expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.				
Level of follow-up and implementation by ministries of selected recommendations by UN human rights mechanisms and the UN Convention on Anti-Corruption (UNCAC) implementation review mechanism Baseline: Some progress Target: Significant progress	Baseline and target: Reports of UN human rights treaty bodies and UNCAC implementation review mechanism National policy and programme documents Assessments and evaluations conducted by UN agencies	**Output 2.1: Mechanisms and channels for government-citizen dialogue exist that establish long-term accountability relationships** ***Indicator 2.1.1:*** Percentage of social accountability mechanisms agreed by both government and civil society organizations present in priority provinces • ***Baseline (2015):*** 14 • ***Target:*** 28 • ***Data source, frequency:*** NCDD-S (annually) ***Indicator 2.1.2:*** Number of line ministries that include recommendations coming from Cambodian Gender Strategic Plan NR4 in their annual public investment programmes and programme budgets • **Baseline (2015):** 0 • **Target:** 4 • **Data source, frequency:** Ministry of Women's Affairs through Ministry of Planning and line ministries (annually) **Output 2.2: Mechanisms to increase per cent of women in leadership and decision-making are more effective** ***Indicator 2.2.1:*** Effectiveness of policy measures to increase the share of women leaders across the civil service • **Baseline (2015):** Not effective (1)	Government NCDD-S Subnational authorities Ministry of Women's Affairs Ministry of Planning Line ministries MoSAVY Disability Action Council Cambodia Disabled People's Organization United Nations UNICEF World Health Organization	**Regular (UNDP)** $4,000,000 **Other** $4,000,000

[18] A three point scale: 1= some extent, 2 = limited extent, 3 = great extent

		• **Target:** Effective (3) • **Data source, frequency:** Ministry of Women's Affairs through Ministry of Civil Service and line ministries (annually) **Output 2.3: Capacities of government institutions and civil society organizations strengthened to comply with obligations under the Convention on the Rights of Persons with Disabilities** ***Indicator 2.3.1:*** Extent to which Cambodia legal definition allows people with disabilities to enjoy equal rights and be included in society • ***Baseline:*** Some extent (1) • ***Target:*** Great extent (3)[19] • ***Data source, frequency:*** MoSAVY ***Indicator 2.3.2:*** Extent to which policy recommendations of disabled people's organizations are implemented by government • ***Baseline:*** Some extent (1) • ***Target:*** Great extent (3) • ***Data source, frequency:*** Convention on the Rights of Persons with Disabilities annual progress report, meeting minutes on the progress report		
NATIONAL PRIORITY OR GOAL: Ensuring average annual economic growth of 7 per cent that is sustainable, inclusive, equitable and resilient to shocks, creating more jobs especially for youth (Source: Rectangular Strategy Phase III, 2014-2018 National Strategic Development Plan)				
UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP: By 2018, people living in Cambodia, particularly youth, women and vulnerable groups, are enabled to actively participate in and benefit equitably from growth and development that is sustainable and does not compromise the well-being or natural or cultural resources of future generations				
RELATED STRATEGIC PLAN OUTCOME 7 (from strategic plan, 2014-2017): Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles.				
Percentage of national consumption by households in the two lowest quintiles Baseline (2013): Quintile 1: 10% Quintile 2: 14% Target (2018): Quintile 1: 17% Quintile 2: 20%	Baseline and target: Cambodia Socio-Economic Survey (CSES) 2013, 2018	**Output 3.1 the National Strategic Development Plan incorporates and localizes the post-2015 agenda and Sustainable Development Goals priorities** ***Indicator 3.1.1:*** Extent to which post-2015 measures are included in the NSDP 2019-2025 • ***Baseline:*** Limited extent (2) • ***Target:*** Great extent *(3)*	Government Ministry of Planning Council for the Development of Cambodia Supreme National Economic Council MAFF MoC	**Regular (UNDP)** $4,000,000 **Other** $6,000,000

[19] A three point scale: 1= some extent, 2 = limited extent, 3 = great extent

Percentage of total employed population that is employed in the formal sector, disaggregated by age, location and sex Baseline (2013): 40.6% Target (2018): 50% Percentage of total GDP represented by employment in agriculture, industrial and service sectors Baseline (2014 est.) Agriculture: 60% Industry: 11% Service: 29% Target (2018): Agriculture: 56% Industry: 13% Service: 31% Percentage of population identified as multidimensionally poor according to the MPI Baseline (2014): 46.8% Target (2018): 41%	Baseline and target: CSES 2013, 2018 Labour Force Survey, 2012, 2018 Baseline NSDP 2014-2018 Target MAFF Annual Report, 2018 CSES, 2018 Baseline and target: UNDP Human Development Report 2014, 2018	• ***Data source, frequency:*** NSDP 2019-2025 ***Indicator 3.1.2:*** Extent to which policy and market mechanisms expand access by the poor to financial services, based on the Making Access Possible study • ***Baseline (2015):*** Some extent (1) • ***Target:*** Limited extent (2) • ***Data source, frequency:*** Making Access Possible study ***Indicator 3.1.3:*** Extent to which policy and institutional mechanisms in place are effective in increasing foreign direct investment in sectors with potential for value addition, skills upgrading and decent employment • ***Baseline (2015):*** Not effective (1) • ***Target:*** Effective (3)[20] • ***Data source, frequency:*** Line ministries and Ministry of Planning **Output 3.2: National data collection measurement and analytical systems in place to monitor progress on the post-2015 agenda and Sustainable Development Goals** ***Indicator 3.2.1:*** Extent to which national statistical systems allow collection of relevant data to track progress against localized Sustainable Development Goals with necessary disaggregation (sex, income groups, etc.) • ***Baseline:*** Some extent (1) • ***Target:*** Great extent (3) • ***Data source, frequency:*** Commune Data Base (annually), CSES (annually), Cambodia Demographic and Health Survey (every five years) **Output 3.3: Institutional mechanisms in place to manage the transition in composition of official development assistance and to expand access to other sources of global development financing** ***Indicator 3.3.1:*** Effectiveness of mechanisms to access, monitor, report on and verify use of official development assistance and other sources of global financing for climate change • ***Baseline:*** Not effective (1) • ***Target:*** Effective (3) • ***Data source, frequency:*** MoE (annually), progress	Ministry of Economics and Finance National Bank of Cambodia Ministry of Labour & Vocational Training MoEYS MoE United Nations UNICEF United Nations Population Fund UN Volunteers United Nations Capital Development Fund	

[20] A three-point scale: 1 = not effective, 2 = somewhat effective, 3 = effective

		report on the Cambodia Climate Change Strategic Plan ***Indicator 3.3.2:*** Effective mechanism in place to access, monitor, report on and verify use of national budgets, official development assistance and other sources of global financing for achievement of the Sustainable Development Goals • ***Baseline:*** Not effective (1) • ***Target:*** Effective (3) • ***Data source, frequency:*** Council for the Development of Cambodia database **Output 3.3: Mechanisms in place to generate and share knowledge about development solutions** • ***Indicator 3.3.1.*** Extent to which the Human Development Report contributes to policy and academic debate • ***Baseline (2011):*** Some extent (1) • ***Target (2017):*** Great extent (3) • ***Data source, frequency:*** Google scholar, policy documents		Regular $10,200,000 Other $45,200,000 **Total: $55,400,000**